

Establishing a Relationship Preceptor Guide

Unit 2: The Coach/New Surveyor Relationship

A coach must create a learning environment for the new surveyor. This section discusses the relationship needed between coach and new surveyor.

Establish a Relationship

Establishing a relationship is the first step in the process of coaching.

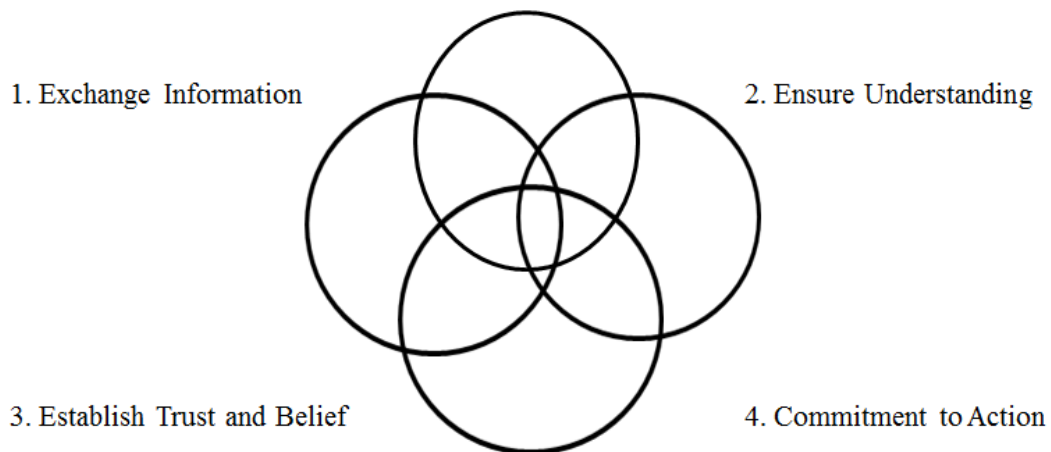
Establish a coaching relationship by using communication, collaboration, and commitment (the three Cs).

Techniques to establish the three Cs:

- Listen
- Observe
- Question
- Rephrase

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Communication



Effective communication needs to move through four stages:

Step 1: Exchanging information—Was our message received and understood? Therefore, we move to the next step in the process.

Step 2: Ensuring understanding—There are techniques you can use to determine if the listener not only received your message but understands the message and its intent.

Step 3: Establish Trust and Belief—The listener must not only understand what is said, but also believe it.

Step 4: Commitment to Action—Often in the communication process, all that we have to go on is the listener's statement of what they will do. That is why it is called a commitment to action and not just an action. We have to listen for the commitment. If it is not forthcoming, you may need to probe to find out why.

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Listening Skills

“Seek first to understand, then to be understood.”

—Steven Covey (1990)

The 7 Habits of Highly Effective People

Understanding does not always come easily. It is the result of skill and effort.

Next to physical survival,

“...the greatest need of a human being is psychological survival—to be understood, to be affirmed, to be validated, to be appreciated. Listening provides this...for it provides ‘psychological air’.”

—Stephen Covey

When you listen carefully to another person, you validate them.

Once the need for validation is met, others are open to listen to you. It is then you can focus on influencing them or solving problems.

Definition of validate from Webster’s Dictionary:

Val i · date

1. to make legally valid; a: to grant official sanction to by marking; b: to confirm the validity of (an election); *also*: to declare (a person) elected
2. to support or corroborate on a sound or authoritative basis <experiments designed to validate the hypothesis>

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Problem solving begins with listening.

Good listeners:

- Do not interrupt or plan a response while the other person is talking
- Are not judgmental
- Think before answering
- Try to face the speaker
- Maintain eye contact
- Watch nonverbal behavior; listen with eyes and ears
- Ask questions and wait for an answer
- Do not have to have the last word

(Adapted from Richard Gemmet 1977)

List below some forms of non-verbal communication that come to mind when dealing with a new surveyor.

Asking Good Question

- Gets the new surveyor and coach talking
- Controls attention because they require a response
- Helps the learner think

Two Types of Questions

- Closed-ended
- Open-ended

Close-Ended Questions

- Yes/No answer
- Usually begin with Do, Is, Can, Could, Should, Shall
- Should be avoided

Open-Ended Questions

- Help evaluate new surveyor's understanding
- Establish strengths and concerns of the new surveyor
- Begin with How, Why, When, Where, What, Who, Which, If

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Giving Feedback

The purposes of feedback are:

- To reinforce corrections
- To point out actions that need to be corrected through further practice

Constructive Feedback Techniques

- Praise
 - Let new surveyors know how good they are doing.
 - Use sincere praise to create a more constructive atmosphere.
- Clarify
 - Restate what you heard the trainer say.
 - Listen for confirmation that what you are saying is correct.
 - Encourage new surveyors to tell you if you are right or wrong.
- Boomerang Question
 - Redirect a question back to the learner.
 - Example: “That’s a good question. What do you think ought to be done in that situation?”

Effective Coaches:

- Give plenty of timely feedback.
- Give negative feedback privately.
- Accept criticism without becoming defensive.

Levels of Feedback

- Informal Feedback
- Formal Feedback